



# TARGET RIFLE SOUTH AUSTRALIA

## STRATEGIC PLAN 2018-2022

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Government of South Australia  
Office for Recreation and Sport



be active.

## CONTENTS

<b>Mission Statement .....</b>	<b>2</b>
<b>The Association .....</b>	<b>3</b>
<b>a. History of the Association (approx) 1918-2018.....</b>	<b>3</b>
<b>b. Core Business area of the Association .....</b>	<b>5</b>
<b>c. Main Goals/Objectives for the period 2018-2022 .....</b>	<b>5</b>
<b>Projects for 2018 year.....</b>	<b>6</b>
<b>Target Rifle SA Forward Plan for 2018-2022 .....</b>	<b>9</b>
<b>Key Business Area - Administration &amp; Management .....</b>	<b>9</b>
<b>Key Business Area - Facilities.....</b>	<b>10</b>
<b>Key Business Area - Member Services .....</b>	<b>11</b>
<b>Key Business Area - Pathway Development.....</b>	<b>12</b>

## MISSION STATEMENT

To coordinate, develop and promote Smallbore and Air Rifle target shooting as a sport for all, encouraging shooting proficiency, and educating people in the safe handling and responsible use of firearms.

# 1. THE ASSOCIATION

## a) Brief history of the Association (approx.) 1918 - 2018

Target Rifle South Australia, originally a section of the Fullbore Rifle Association, became the Miniature Rifle Association in approximately 1918. Like the Fullbore Rifle Association, we were formed under the Defence Act and one of the tasks we took on board was the training of volunteers prior to their serving Australia overseas.

We became an incorporated body in about 1956 and built our home range and state headquarters at Castambul in the Adelaide Hills in the early 1960's. This then became the venue where we conducted many inter-club competitions, and State and National Championships.

TRSA has been one of the most successful state based shooting associations in our sport. Over a significant time period we have provided some of Australia's top rifle shooters including:

- representatives at the 1956, 1960, 1964, 1976, 1980, 1984, 1988, 1996, 2000 2004, 2008, 2012 and 2016 Olympics/Paralympics;
- representatives at the 1966, 1974, 1982, 1986, 1990, 1994, 1998, 2010, 2014 and 2018 Commonwealth Games;
- one of the ladies in the Bronze medal team at the World Championships in 1978
- all 3 members of the 1982 World Champion Ladies Prone Team – Gold medal Team;
- a number of Ladies Prone World Cup medallists;
- National Champions and Australian record holders too numerous to list.

In 1983 we became one of the casualties of the devastating bushfires in the Adelaide Hills. Our State Range and Headquarters was destroyed. Until 1992, when we were blessed with our new State Facility at Wingfield, we struggled to exist as we no longer had a suitable venue for competitions. The general membership of TRSA slowly decreased. There were several reasons for this, one of course being the lack of a State Facility at which to conduct our usual competitions, another being very old and outdated clubs facilities in Adelaide and SA – most with no toilet facilities, ineffective club and State Management, and clearly, negative firearms campaigns in the newspapers etc. also did not help our situation.

This decline was a major concern by 2000, and with the State membership down to less than 100 members, and the Association's financial position very poor, it was clear that urgent action was required. A new constitution was then developed and a new system of management instated. Over the next few years, the membership decline was turned around and a steady upward growth of the Association has continued to this day.

Since 2001, and operating under this new Constitution and the new management system, we have experienced an increase in membership in excess of 300%, and we are now in a stable and healthy financial position. Many improvements to the State Facility at Wingfield have been carried out in order to encourage its use and ensure it remains a safe and up to date venue for our sport (the installation of electronic targets, and the improvement of the facilities to make Wingfield Range a venue our members enjoy using), and additionally, many of our clubs have been encouraged to improve their own facilities.

Member services have improved, as have the competitions available to the whole membership, and in recent years it has also become a base for the National Head Coach, and the Wingfield Range is recognised by SASI as a Centre for Excellence in our sport, and is the venue for many National qualifying competitions and coaching camps.

A major and hugely successful project in recent years has been our Junior Development Project which has seen 4 juniors from this project represent Australia in Commonwealth and/or Olympic Games. The following photo includes these 4 juniors, and is of the 16 juniors who attended the Shooting Australia National Junior Championships in December 2017, bringing home 24 medals. Three of these juniors have been nominated to the Commonwealth Games for the 2018 Australian Team.



## **b) Core Business area**

Target Rifle South Australia (TRSA) is the representative organisation in South Australia for the Olympic and Commonwealth Games shooting disciplines of smallbore and air rifle shooting. TRSA is affiliated with Target Rifle Australia (TRA) and through TRA with Shooting Australia, and ultimately to the International Shooting Sport Federation (ISSF).

TRSA's responsibility in South Australia is to continue to support and provide South Australian shooters with the facilities and the services required to allow them the opportunity to enjoy their sport from "socially competitive target shooting" up to the highest level of competition where they can represent Australia internationally.

In order to provide this our core areas are:

Administration

Maintain and Improve standards and facilities at our State Range at Wingfield

Member services – includes provision of competitions, website, clubs support, coaching and official courses, specialist equipment etc.

Pathway Development

## **c) Our main goals and objectives for the coming period of this Strategic Plan 2018-22 are:**

- To provide a strong administration that meets the requirements of the members. In 2018 we will employ a part time Administrative Assistant to support the growing needs of the sport and investigate the feasibility of changing our Constitution to form a Management which might better comply with accepted Sports Governance Principles.
- To achieve further development of our Wingfield Range complex, to ensure that we meet the requirements of our membership, and the rules of competitions for state, national and international competition. During the forthcoming period of the Strategic Plan 2018-2022), we will continue to pursue avenues to provide our members with an indoor 50m range for the Finals competitions, and the expansion of our Air Rifle Range to 32 positions.
- To price and prioritise minor upgrades to the range in order to improve conditions for our membership – including automatic entry door, replacing floor coverings, insulation and air-conditioning the 50m range and improving the surface of the 50m range.
- To improve and better support our successful Junior Program and Shooter Development by increasing the number of coaches who are able to assist in this program and providing an environment in which elite level athletes in our sport are better supported
- To continue to develop and grow the competitions available to all levels of our membership and educate officials in the conduct of these competitions.
- To investigate and implement commercial opportunities within our Association to ensure our financial future.

In 2018 we will:

Project 2018-2019 year	Est Cost	Responsibility	Action	Achieved by:
<b>ADMINISTRATION</b>				
Employ casual person as Administration Assistant for 2 x 6 hour days each week. Provide a newsletter via email and the website	\$ 22,000 per annum	Management	Determine Job Description Call for applicants Interview Train successful applicant	Feb 2018.  March/April
Investigate improvements to TRSA Management to comply with Sports Governance Principles.		Management	Consultation with Rec & Sport, Clubs and Management.re changes to TRSA Constitution	August 2018 and implemented at AGM September
Set up an internal Committee structure		Board	Prepare Committee charters. Call for nominations	June 2019
<b>FACILITY DEVELOPMENT &amp; MAINTENANCE</b>				
Consider improvements –on-going through 2018-22 Major – Range Extensions  Minor - upgrades	\$700,000 est	Management	Call for quotes and prioritise depending on cost and need:  1. Seek assistance from Shooting Australia and Rec & Sport re possible funding for Range extensions.  2. Confer with PAE Council re floor coverings in function room & kitchen  3. Complete bullet catchers  4. Consider upgrades including the Installation of Auto door, 50m range floor & 50m Range Air conditioning and prioritise upgrades over next 3 years.	Prioritise tasks for 2018-22 plan
General Maintenance	8,000.00		Being aware of building conditions	On-going

Project 2018-2019 year	Est Cost	Responsibility	Action:	Achieved by
<b>COMPETITION/MEMBER SERVICES</b>				
Conduct competitions.	\$1,000	Competition Manager	Conduct : Shooting Australia events Benchrest Cup event State Championship Benchrest etc State Championship ISSF Super Saturday events - Air & Prone	August 2018 August 2018 August 2018 March 2018 May 2018 Every month
Continue to support affiliated club events.	\$2,000		Consider appropriateness of events and possible new events	On-going
Produce rolling 12 month Competition Calendar for the Association Website		Competition Manager & Admin Assist	Looking ahead, keeping in touch with clubs re their events, ensuring dates in the future will be clear, adding to the calendar as required.	As required
Encourage and sponsor state-wide Open competitions in Morgan, Renmark, Naracoorte, Reynella, East Marden and Wingfield.	\$2,000	Competition Manager	Produce annual competition program in liaison with clubs and Management.	As required
Support State Teams competition	\$1,000	Competition Manager	In liaison with clubs, members and Management	On-going through year. See Program
Conduct Range Official Course	500		Setting date; advising membership.	



Project 2018-2019 year	Est Cost	Responsibility	Action:	Achieved by
<b>PATHWAY DEVELOPMENT</b>				
<p><b><u>Coach Development</u></b></p> <ol style="list-style-type: none"> <li>1. Develop a framework for the provision of coaching in SA and how it links to the National Coach Framework.</li> <li>2. Provide Basic Club Instructor and Club Coach Accreditation courses.</li> <li>3. Identify educate and mentor appropriate people to take on State Coaching roles.</li> <li>4. Support Junior Club Coaches and Administration.</li> </ol>		Carrie Quigley and the Management.	<p>Develop a State Coaching Working Group by:</p> <ol style="list-style-type: none"> <li>1. Approaching 4 or 5 currently active coaches to head up this Working Group.</li> <li>2. Provide a Charter for this Committee so it has a budget and boundaries.</li> <li>3. Set up a program for 2018-19</li> <li>4. Provide training for them with a view to them taking over more responsibilities in 2019-20, and one taking over as the TRSA Head Coach during 2019.</li> <li>5. Work with existing Club level coaches to inspire more support and understanding of their role in their clubs by assisting them to attend a workshop and be involved with on-going contact ...</li> </ol>	June 2018 to June 2019
<p><b><u>Athlete Development</u></b></p> <ol style="list-style-type: none"> <li>1. Provide basic and shooting instruction to visitors and new members.</li> <li>2. Provide on-going coaching to general members for improvement.</li> <li>3. Provide an on-going presence that focuses on skills and fun with Junior Club</li> <li>4. Conduct State squad/Dev't Training program with athletes.</li> </ol>		Carrie Quigley, developing coaches and the Management	<ol style="list-style-type: none"> <li>1. Support Club Coaches with this role..</li> <li>2. Provide on-going opportunities for general membership to improve – coach to country clubs; regular sessions offered at State Range for local members</li> <li>3. Ensure continuing opportunities for development, technical support and Talent ID at Junior Club level</li> <li>4. Regular training and support of State level team/reserve athletes.</li> </ol>	June 2018 to June 2019 But on-going

## TARGET RIFLE S.A. FORWARD PLAN FOR 2018-2022

Key Result Area	Projects, Programs, Activities				Priority H, M, L	Responsibility	Cost	Measurement of Success
	2018/19	2019/20	2020/21	2021/22				
<b>1. ADMINISTRATION</b>								
1.1 Review the Constitution	Review Constitution to comply with best practice  Plan sub-committee structure Set up Charters for some Committees as approved by the Board and call for nominations.	Review	Review Constitution	Review Constitution	H	Management		Review takes place with appropriate action
1.2 Review Policies for current appropriateness	Review Policies for current effectiveness	On-going	On-going	On-going				
1.3 Employ a part-time or casual Administration Assistant	To work with Management to provide services to the membership					Management		
1.4 Effectively manage the State Association's financial affairs	Reports to every meeting of Management Consideration of expenditure and income				H	Management		Positive result with financial affairs and Auditor Report
1.5 Maintain good relationship with Office for Rec & Sport	Maintain contact with ORS and advise clubs and members of grant opportunities	On-going	On-going	On-going	H	Management		
1.6 Maintain good relationship with Firearms Branch	Maintain contact with Firearms Branch, advise membership of changes to Firearms Legislation	On-going	On-going	On-going	H	Management & Dealer		Members aware of changes to Firearm Laws.
1.7 Monitor: > Facilities maintenance and management, > Competitions, > Member Services, > Elite Development, > Club Development > Courses – for coaches & officials > Equipment shop	Reports to every meeting from these sections of the Association,	Review, act & receive & act on reports at each meeting	Review, act & receive & act on reports at each meeting	Review, act & receive reports at each meeting	H	Management		

Key Result Area	Projects, Programs, Activities				Priority H, M, L	Responsibility	Cost	Measurement of Success
	2018/19	2019/20	2020/21	2021/22				
<b>2. FACILITY</b>								
2.1 Consider the implementation of improvements to the State Association facility at Wingfield.	Pursue plans to extend the ranges and make minor improvements and upgrades including: > extend 20m range to an indoor 50m range and at the same time move 10m range to increase to 32 firing points. > auto front door > insulation on 50m range, clean and paint floors on 50m. to improve the area and make cleaning easier. > list projects that need to be considered to improve the facility for the general membership	Ongoing plans: feasibility and cost	Ongoing plans: feasibility and cost	Ongoing plans: feasibility and cost		Management		
2.1 Manage facility to ensure it remains a viable entity and not a financial burden to the members	Monitor costs and income from activities and use of facility	Review	Review	Review	H	Management		Facility is remains financially viable
2.2 Monitor utilisation of facility.	Review utilisation with view to increasing use	Review	Review	Review	M	Management		Facility is well utilised.
2.3 Maintenance and upkeep of facility in general.	Review & update Maintenance Register and organise required work to be done	Review & update Maintenance Register	Review & update Maintenance Register	Review & update Maintenance Register	H	Management & Maintenance people		Building is maintained in good condition.
2.4 Maintenance and upkeep of target systems.	Review Maintenance Register for the inspection of backstops, the electronic systems, the network, the range monitors	Follow the plan set out in the Maintenance Register.  Adjust where necessary.	Follow the plan set out in the Maintenance Register.  Adjust where necessary	Follow the plan set out in the Maintenance Register.  Adjust where necessary	H	Management & Maintenance people		Target systems are well maintained, safe and reliable.  Competitions run without incident.

Key Result Area	Projects, Programs, Activities				Priority H, M, L	Responsibility	Cost	Measurement of Success
	2018/19	2019/20	2020/21	2021/22				
<b>3. MEMBER SERVICES</b>								
3.1 State Equipment Scheme	Investigate ways to improve this service to members				H	Dealer - Peter Evers Management		
3.2 Competitions	Conduct range of events to suit all members. Annual Calendar on the website Flyers & results on website Keep records for grading and the State Points competition				H	Management & Competition Committee		A wide range of competitions are conducted for the members in SA.
3.3 Communication:	Website Email Facebook Post Personal contact				H	Admin Assistant		Members are informed of events in SA
3.4 Courses	Conduct courses for Range Safety Officers, Level 2 Officials, and Coaches where required				M	Instructors		Courses are conducted regularly and when required.
3.5 Club Support	Investigate ways to assist clubs development	Act on results of investigation	Review results, adjust where required and act.	Act on results of investigation.	H	Management		Clubs seen to be benefitting by support from TRSA
3.6 Public Liability Insurance	This is via the member's registration to the sport and provided by the National Assoc'n					TRA		

Key Result Area	Projects, Programs, Activities				Priority H, M, L	Responsibility		Measurement of Success
	2018 – June 2019	2019/20	2020/21	2021/22				
<b>4. PATHWAY DEVELOPMENT</b>								
<u><b>Coach Development 2018-2022</b></u> <ol style="list-style-type: none"> <li>1. Develop a framework for the provision of coaching in SA and how it links to the National Coach Framework.</li> <li>2. Provide Basic Club Instructor and Club Coach Accreditation courses.</li> <li>3. Identify educate and mentor appropriate people to take on State Coaching roles.</li> <li>4. Support Junior Club Coaches and Administration.</li> <li>5. Provide on-going Development/Educational opportunities via mentoring, seminars, and workshops with our coaches.</li> <li>6. Provide general membership coaching days/ club support</li> </ol>	Develop a State Coaching Working Group by: <ol style="list-style-type: none"> <li>1. Approaching 4 or 5 currently active coaches to head up this Working Group.</li> <li>2. Provide Training for them with view to taking on more responsibility – and one as Head Coach TRSA in 2019-20</li> <li>3. Provide a Charter for this Committee so it has a budget and boundaries.</li> <li>4. Maintain support to Junior Clubs</li> <li>5. Provide Basic Instructor Courses</li> <li>6. Provide Program for 2019-20 year.</li> </ol>	Work with Program established for this year:  Appoint new Head Coach to leave Carrie Quigley free to work with all states   Provide program for 2020-2021	Review and improve  Provide Program for 2021-2022	Review and improve  Provide Program for 2022-2023	H	Initially C Quigley, and the State Management.  From 2019-20 onwards, State Working Group		
<u><b>Athlete Development 2018-2022</b></u> <ol style="list-style-type: none"> <li>1. Provide basic and shooting instruction to visitors and new members.</li> <li>2. Provide on-going coaching to general members for improvement.</li> <li>3. Provide an on-going presence that focuses on skills and fun with Junior Club</li> </ol>	At club level –					Coaches		